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A Study on the Development of Instrument to Measure and Test Organizational Alignment of a Multi-Tier Organization

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Abstract: In the past 20 years, the *Balanced Score Card* (BSC) has emerged as the most widely recognized framework in multi-tier performance measurement systems. However, in spite of its recognition, approximately 80% of organizations that use BSC as a performance measurement framework do not reap its full benefits in terms operational and financial excellence due to misalignment of measures at various levels. Using the BSC framework of Kaplan and Norton, analytical hierarchical programming was often used to assess organizational alignment.

Existing instruments, however, continue to fail to pinpoint the specific strategic priorities where organization are misaligned. This research provides an instrument that can be used to identify the organizational alignment level using commonality of strategic priorities within the different management and functional levels in the organization. It enables organizations to detect faster organizational misalignment as it occurs at the strategic planning phase prior to strategic implementation.

Key Words: Balanced Scorecard; Organizational Alignment; Multi-tier Organization

1. INTRODUCTION

1.1 Background

A *Performance Measurement* quantifies effectiveness and efficiency of an action through acquisition, collation, sorting, analysis, interpretation and dissemination of appropriate data in line with the performance measures set to be gauged (Neely et al, 1998). It provides a framework used for strategy implementation allowing individuals and various levels within organizations to communicate goals, strategies and expected deliverables. It serves as the common reference in tracking progress towards the strategies and goals defined for a specified time frame.

The development of performance measurement systems for different organizations is a subject which poses extreme concern for both the academicians and practitioner (Neely et al, 1998; Kennerly and Neely, 2000; Tangen, 2004) due to the absence of a singular framework that can be standardized among different organizations. Many frameworks have been developed such as Results and Determinants Framework (Fitzgerald et al., 1991), Performance Measurement Matrix (Keegan et al., 1989), Measures for Time Based Competition Framework (Azzone et al., 1991), ICAS Framework (ICAS, 1993), Performance Pyramid (Lynch and Cross, 1991), DuPont Pyramid of Financial Ratios cited in Neely (2000), Brown's Input-Process-Output Framework cited in Neely (2000), European Foundation for Quality Management's Business



Excellence Model cited in Neely (2000), and Balance Scorecard (Kaplan and Norton, 1996). While each framework possesses unique advantages and disadvantages, Balance Score Card (BSC) has been considered as the widely recognized performance measurement framework (Kaplan and Norton, 1996; Neely, 2005) with a very strong and explicit link to the company's strategy. This framework has been greatly used to monitor the implementation of strategies in an organization (Kaplan, 2008).

In an informational survey done by Kaplan in his bi-annual Harvard executive program, about 65% to 70% of executives from various organizations have been using BSC in their respective organizations (Anonymous, 2008). However, Marshall and Heffes (2004) had emphasized in a research of Hackett Group that although effective balance scorecards can aid organizations to identify and understand their performance levels and improvement opportunities, less than twenty percent (20%) of those using BSC benefitted fully. Full benefits from BSC is characterized by demonstrating operational and financial excellence, manifested through the achievement of breakthrough results over a period of at least 24 months. The breakthrough results are exhibited by significant financial and market gain, measurable achievement of mission or customer objectives, and/or gained respected position within its industry segment or sector based on Hall of Fame BSC User criteria by Palladium Group (2011).

Five most critiqued issues in using BSC as a performance measurement system were highlighted, namely : (Marshall and Heffes, 2004, Williams, 2004, Punniyamoorthy and Murali, 2008, Sushil, 2008, Chen and Jones, 2009, Ye and Seal, 2009), 1) subjectivity and validity of BSC's central assumption 2) cause-and-effect relationship specifically between financial and non-financial measures (Sharma, 2009, Ye and Seal, 2009), 3) employee buy-in (Chen and Jones, 2009, Sushil, 2009, Ye and Seal, 2009), 4) organizational alignment of strategies (Kaplan and Norton, 2004, Kaplan and Norton, 2006, Aquila, 2008, Chen and Jones, 2009, Sushil, 2009, Ye and Seal, 2009), and 5) leadership drive and support in

implementing strategy through BSC (Kaplan and Norton, 2004, Kaplan and Norton, 2006, Ye and Seal, 2009, Sushil, 2009).

Norton and Russell's (2004) survey among BSC-user company on how they measure against the five significant management practices (Norton and Russell, 2004, Kaplan and Norton, 2006) for successful BSC implementation enabled the clustering of the users into three groups : [1] BSC Hall of Fame Organizations (HOF), [2] High Benefitting BSC Users (HBU) and [3] Low Benefitting BSC Users (LBU) (Kaplan and Norton, 2006).

1.2 Need for Alignment

Organizational alignment was identified to have the highest gap between Hall of Fame Organizations with both HBU and LBU in terms of excellence rate. Organizational alignment deals with aligning all levels of management towards a defined strategy (Nath and Sudharshan, 1994, Kaplan and Norton, 2005, Kaplan and Norton, 2006). This results from the presence of a clear and full understanding and communication of strategy (Kaplan and Norton, 2005, Kaplan and Norton, 2006, Chen and Jones, 2009), and strategy buy-in within different levels of organization (Norton and Russell, 2004, Kaplan and Norton, 2006, Chen and Jones, 2009) as illustrated in Figure 1 below.

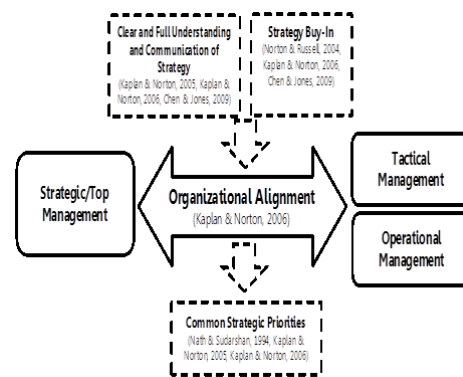


Figure 1: Kaplan & Norton's Alignment Model



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2. METHODOLOGY

Analytical Hierarchical Programming (AHP) was used to measure the balanced scores given by each individual for each strategy in the organization. Based on this balanced scores, the author will rank nominally from one (1) to ten (10) which represents high to low ranking, respectively. In the case of equal balance scores, it will be assigned with the same nominal rank. Subsequent to the interview, MTO balanced scorecard model was derived.

Company Name:	_____	Management Level:	_____
Company Position:	_____	Top Management	_____
Name:	_____	Middle Management	_____
Age:	_____	Operations Management	_____
Date Hired:	_____		

Instruction: Identify the level of importance of a balanced scorecard perspective or measure against another balanced scorecard perspective or measure. Put an "X" mark on the corresponding box for your response.

	Level of Importance								
	Level 1 Extremely Low Important	Level 2 Very Strongly Low Important	Level 3 Strongly Low Important	Level 4 Moderately Low Important	Level 5 Equally Important	Level 6 Moderately High Important	Level 7 Strongly High Important	Level 8 Very Strongly High Important	Level 9 Extremely High Important
Matrix 1. Rank the level of importance of one (1) perspective against another perspective.									
1.1 How important is Financial Perspective than Customer Perspective in NXP Cabuyo?									
1.2 How important is Financial Perspective than Internal Process Perspective in NXP Cabuyo?									
1.3 How important is Financial Perspective than Learning Perspective in NXP Cabuyo?									
1.4 How important is Customer Perspective than Internal Process Perspective in NXP Cabuyo?									
1.5 How important is Customer Perspective than Learning Perspective in NXP Cabuyo?									
1.6 How important is Internal Process Perspective than Learning Perspective in NXP Cabuyo?									
Matrix 2. Rank the level of importance of one (1) financial perspective measure against another financial perspective measure.									
2.1 How important is Earning Before Income Tax (EBIT) vs. Factory Savings in your organization?									
Matrix 3. Rank the level of importance of one (1) customer perspective measure against another customer perspective measure.									
3.1 How important is Requested Line Item Performance (SLIP) than Confirmed Line Item Performance (CLIP) in NXP Cabuyo?									
3.2 How important is Requested Line Item Performance (SLIP) than Overall Customer Complaints in NXP Cabuyo?									
3.3 How important is Requested Line Item Performance (SLIP) than Automotive Customer Complaints in your organization?									
3.4 How important is Confirmed Line Item Performance (CLIP) than Overall Customer Complaints in NXP Cabuyo?									
3.5 How important is Confirmed Line Item Performance (CLIP) than Automotive Customer Complaints in NXP Cabuyo?									
3.6 How important is Overall Customer Complaint than Automotive Customer Complaints in NXP Cabuyo?									
Matrix 4. Rank the level of importance of one (1) internal process perspective measure against another internal process perspective measure.									
4.1 How important is Cost of Non-Quality Improvement Savings than Overall Equipment Effectiveness in NXP Cabuyo?									
Matrix 6. Rank the level of importance of one (1) learning & growth perspective measure against another learning & growth perspective measure.									
5.1 How important is Technical Employee Turnover Rate than Technical Employee Turnover Rate 1 in NXP Cabuyo?									

Figure 2: AHP Survey Questionnaire Design

AHP survey questionnaire was designed in order to simplify the pair wise comparison on the level of importance between BSC perspectives vs. BSC perspectives; and BSC measures per perspective vs. BSC measures per perspective. This was designed wherein it consisted of five (5) subsets of questionnaires representing each of the matrices:

- Matrix 1:** BSC Perspective vs. Other BSC Perspective
- Matrix 2:** Financial Perspective Measure vs. Other Financial Perspective Measure
- Matrix 3:** Customer Perspective Measure vs. Other Customer Perspective Measure
- Matrix 4:** Internal Process Perspective Measures vs. Other Internal Process Perspective Measure
- Matrix 5:** Learning and Growth Perspective Measure vs. Other Learning and Growth Perspective Measures

The number of pairwise comparison questionnaires per matrix is defined through combination formula ${}^nC_r = \frac{n!}{r!(n-r)!}$ where n per matrix: (using MTO case)

Matrix 1: X is equivalent to the total number of perspectives = 4

Matrix 2: Y₁ is equivalent to the total number of financial perspective measures = 2

Matrix 3: Y₂ is equivalent to the total number of customer perspective measures = 4

Matrix 4: Y₃ is equivalent to the total number of internal process perspective measures = 2

Matrix 5: Y₄ is equivalent to the total number of learning and growth perspective measures = 1

Where r per matrix = 2 (if no. of perspectives or measure per perspective is equal or more than two (2)); otherwise, r per matrix = 1.

Matrix 1: ${}^XC_2 = {}^4C_2 = \frac{4!}{[(4-2)! 2!]} = 6$ pairwise comparison questionnaires.

Matrix 2: ${}^{Y1}C_2 = {}^2C_2 = \frac{2!}{[(2-2)! 2!]} = 1$ pairwise comparison questionnaire.

Matrix 3: ${}^{Y2}C_2 = {}^4C_2 = \frac{4!}{[(4-2)! 2!]} = 6$ pairwise comparison questionnaires.

Matrix 4: ${}^{Y3}C_2 = {}^2C_2 = \frac{2!}{[(2-2)! 2!]} = 1$ pairwise comparison questionnaire.

Matrix 5: ${}^{Y4}C_1 = {}^1C_1 = \frac{1!}{[(1-1)! 1!]} = 1$ pairwise comparison questionnaire (wherein AHP ranking will automatically be equal importance since comparison is between same measure per perspective)

2.1 Sampling Plan

Each participant rated their perceived level of importance for each pair wise comparison in the proposed organizational alignment survey seen in table 3.5. The results of this survey will be inputted to an AHP table representing each of the five matrices. This will be the methodology used in calculating the priority level or balanced score given by participants in each balanced scorecard measure.



Balanced score results per participant was calculated using analytic hierarchy process. Balanced score is defined as the percentage weight of given to each balanced scorecard measure in reference to its overall impact in achieving the organization's overall goal. Balanced score was calculated for each participant to measure their perceived level of priority given to each balanced scorecard measure.

2.2 Methodology in Balanced Score Calculations using Analytic Hierarchy Process

Using analytic hierarchy process (AHP), balanced score of each balanced scorecard measure was calculated. Participants were provided organizational alignment survey which consisted five (5) sub-sets of questions representing matrices.. The balanced score or percentage weight of each perspective with respect to the overall goal (BSC Score Level 1 w.r.t Matrix 1), balanced score or percentage weight of each measure with respect to their perspectives (BSC Score Level 2 w.r.t. Matrices 2 to 5) were determined through AHP methodology. Succeeding BSC Score Level 1 and 2 were calculated, BSC Score Level 3 or the balanced score or percentage weight of each measures w.r.t. the overall goal were defined.

Let:

F = Financial Perspective

C = Customer Perspective

P = Process Perspective

L = Learning Perspective

j = Management level where:

S = Strategic Management

T = Tactical Management Business Unit

O = Operational Management Business Unit

TS = Tactical Management Support Group

OS = Operational Management Support Group

ji = number of balanced score measures (i = 1, 2.... N) per perspective with respect to a specific management level (j)

Management Level (j)	BSC Score Level 1 BSC Perspective Weights w.r.t Overall Goals	BSC Score Level 2: BSC Measure Weights w.r.t its Respective Perspectives	BSC Score Level 3: BSC Measure Weights w.r.t Overall Goals
Strategic Management (S)	F _s (Financial)	F _{S1}	F _{SS1} = F _S x F _{S1}
		F _{S2}	F _{SS2} = F _S x F _{S2}
		F _{S3}	F _{SS3} = F _S x F _{S3}
		F _{S4}	F _{SS4} = F _S x F _{S4}
	C _s (Customer)	C _{S1}	C _{SS1} = C _S x C _{S1}
		C _{S2}	C _{SS2} = C _S x C _{S2}
		C _{S3}	C _{SS3} = C _S x C _{S3}
		C _{S4}	C _{SS4} = C _S x C _{S4}
	P _s (Process)	P _{S1}	P _{SS1} = P _S x P _{S1}
		P _{S2}	P _{SS2} = P _S x P _{S2}
		P _{S3}	P _{SS3} = P _S x P _{S3}
		P _{S4}	P _{SS4} = P _S x P _{S4}
L _s (Learning)	L _{S1}	L _{SS1} = L _S x L _{S1}	
	L _{S2}	L _{SS2} = L _S x L _{S2}	
	L _{S3}	L _{SS3} = L _S x L _{S3}	
	L _{S4}	L _{SS4} = L _S x L _{S4}	

Management Level (j)	BSC Score Level 1 BSC Perspective Weights w.r.t Overall Goals	BSC Score Level 2: BSC Measure Weights w.r.t its Respective Perspectives	BSC Score Level 3: BSC Measure Weights w.r.t Overall Goals
Tactical Management Business Unit (T)	F _T (Financial)	F _{T1}	F _{TT1} = F _T x F _{T1}
		F _{T2}	F _{TT2} = F _T x F _{T2}
		F _{T3}	F _{TT3} = F _T x F _{T3}
		F _{T4}	F _{TT4} = F _T x F _{T4}
	C _T (Customer)	C _{T1}	C _{TT1} = C _T x C _{T1}
		C _{T2}	C _{TT2} = C _T x C _{T2}
		C _{T3}	C _{TT3} = C _T x C _{T3}
		C _{T4}	C _{TT4} = C _T x C _{T4}
	P _T (Process)	P _{T1}	P _{TT1} = P _T x P _{T1}
		P _{T2}	P _{TT2} = P _T x P _{T2}
		P _{T3}	P _{TT3} = P _T x P _{T3}
		P _{T4}	P _{TT4} = P _T x P _{T4}
L _T (Learning)	L _{T1}	L _{TT1} = L _T x L _{T1}	
	L _{T2}	L _{TT2} = L _T x L _{T2}	
	L _{T3}	L _{TT3} = L _T x L _{T3}	
	L _{T4}	L _{TT4} = L _T x L _{T4}	

Management Level (j)	BSC Score Level 1 BSC Perspective Weights w.r.t Overall Goals	BSC Score Level 2: BSC Measure Weights w.r.t its Respective Perspectives	BSC Score Level 3: BSC Measure Weights w.r.t Overall Goals
Operational Management Business Unit (O)	F _O (Financial)	F _{O1}	F _{OO1} = F _O x F _{O1}
		F _{O2}	F _{OO2} = F _O x F _{O2}
		F _{O3}	F _{OO3} = F _O x F _{O3}
		F _{O4}	F _{OO4} = F _O x F _{O4}
	C _O (Customer)	C _{O1}	C _{OO1} = C _O x C _{O1}
		C _{O2}	C _{OO2} = C _O x C _{O2}
		C _{O3}	C _{OO3} = C _O x C _{O3}
		C _{O4}	C _{OO4} = C _O x C _{O4}
	P _O (Process)	P _{O1}	P _{OO1} = P _O x P _{O1}
		P _{O2}	P _{OO2} = P _O x P _{O2}
		P _{O3}	P _{OO3} = P _O x P _{O3}
		P _{O4}	P _{OO4} = P _O x P _{O4}
L _O (Learning)	L _{O1}	L _{OO1} = L _O x L _{O1}	
	L _{O2}	L _{OO2} = L _O x L _{O2}	
	L _{O3}	L _{OO3} = L _O x L _{O3}	
	L _{O4}	L _{OO4} = L _O x L _{O4}	



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Each balanced score measure were ranked nominally based on the BSC Level 3 calculated from which one (1) represented the highest priority level. In the case of tie ranking, same nominal value was assigned.

Each resulting balanced score per balanced scorecard measure (BSC score level 3) representing each participant per management level were recorded and consolidated. Each balanced score per BSC measure were tested if aligned with the strategic priority levels of strategic management through employment of Wilcoxon Sign-Rank Test.

For the MTO Cabuyao case, the structure of their balanced scorecard system is homogenous amongst all other levels of management whether clustered as a business or support unit.

Four sets of Wilcoxon Sign-Rank Test were employed from which all lower level management units (tactical and operational) were compared to the pre-defined strategic priority level by the strategic management. An organizationally aligned company demonstrates equal strategic priorities amongst different levels of organization.

2.3 Testing Alignment of Priority Levels through Wilcoxon Sign-Rank Test

In Wilcoxon Sign-Rank Test, the priorities per BSC measures per management levels are tested whether it statistically equal the priorities or balanced score of strategic management. The derivation of organizational alignment test was patterned to this principle. There will be four (4) sets of Wilcoxon Sign-Rank Test to be conducted comparing priority level result of all management levels against strategic

In line with the results of the Wilcoxon Sign-Rank Test, if the null hypothesis (H_0) is not rejected therefore operational and/or tactical management levels can be concluded as with no significant difference or statistically equal with strategic management, or otherwise. Organizational alignment conclusion per BSC measure follows that, if H_0 is not rejected, therefore organizational alignment coefficient will be equal to (1) one; otherwise, it will be equal to (0) zero. This coefficient will be used as a representation on presence of organizational alignment.

Strategic Management	Tactical Business Unit	Operational Business Unit	Tactical Support Unit	Operational Support Unit
F _{SS1} =	F _{TT1} =	F _{OO1} =	F _{TSTS1} =	F _{OOS1} =
F _{SS2} =	F _{TT2} =	F _{OO2} =	F _{TSTS2} =	F _{OOS2} =
F _{SS3} =	F _{TT3} =	F _{OO3} =	F _{TSTS3} =	F _{OOS3} =
F _{SS4} =	F _{TT4} =	F _{OO4} =	F _{TSTS4} =	F _{OOS4} =
C _{SS1} =	C _{TT1} =	C _{OO1} =	C _{TSTS1} =	C _{OOS1} =
C _{SS2} =	C _{TT2} =	C _{OO2} =	C _{TSTS2} =	C _{OOS2} =
C _{SS3} =	C _{TT3} =	C _{OO3} =	C _{TSTS3} =	C _{OOS3} =
C _{SS4} =	C _{TT4} =	C _{OO4} =	C _{TSTS4} =	C _{OOS4} =
P _{SS1} =	P _{TT1} =	P _{OO1} =	P _{TSTS1} =	P _{OOS1} =
P _{SS2} =	P _{TT2} =	P _{OO2} =	P _{TSTS2} =	P _{OOS2} =
P _{SS3} =	P _{TT3} =	P _{OO3} =	P _{TSTS3} =	P _{OOS3} =
P _{SS4} =	P _{TT4} =	P _{OO4} =	P _{TSTS4} =	P _{OOS4} =
L _{SS1} =	L _{TT1} =	L _{OO1} =	L _{TSTS1} =	L _{OOS1} =
L _{SS2} =	L _{TT2} =	L _{OO2} =	L _{TSTS2} =	L _{OOS2} =
L _{SS3} =	L _{TT3} =	L _{OO3} =	L _{TSTS3} =	L _{OOS3} =
L _{SS4} =	L _{TT4} =	L _{OO4} =	L _{TSTS4} =	L _{OOS4} =

This coefficient will also signify that if the specific priority level for all the measure of both tactical and operational management business units and support units has no significant difference with the strategic management level's pre-defined strategic priorities; therefore, overall organizational alignment is achieved.

To calculate for the overall organizational alignment coefficient per measure, the product of all the organizational alignment coefficient per measure (n) and management level (j) is computed

2.4 Overall Organizational Alignment Coefficient per Measure

$$(Z_n) = Z_{nst} \times Z_{nso} \times Z_{nsts} \times Z_{nos}$$

This overall organizational alignment coefficient per measure requires that all levels of management should be aligned with the balanced score per BSC measure as pre-defined by the strategic management during the strategic planning phase. If any management level is not aligned with strategic management, it implies that there is no organizational alignment on an enterprise wide level. Although this research does not reiterate absolute alignment, at the very least there should be no significant difference amongst priorities within different management level of organization.

2.5 Organizational Alignment Scoring

Organizational alignment scoring signifies the level of realization of strategic initiative that an organization is projected to have with respect to the resulting organizational alignment coefficient amongst the different level of management. This is calculated by means of obtaining the summation of the product of the balanced scoring per BSC measure per participant or per management level or



enterprise-wide with the overall organizational alignment coefficient derived. The equation used for the organizational alignment scoring at different levels is shown as follows:

Let:

F = Financial Perspective

C = Customer Perspective

P = Process Perspective

L = Learning Perspective

Zn = overall organizational alignment coefficient (Z) per balanced score measure (n)

j = Management level

(where S = Strategic, T = Tactical, O = Operational, TS = Tactical Support Unit)

jk = number of balanced score measures (k = 1, 2, ..., N) per perspective with respect to a specific management level (j) and balanced score measure (n)

Organizational Strategic Alignment Score (Y_s)

$$= F_{ss1}.Z_1 + F_{ss2}.Z_2 + C_{ss1}.Z_3 + C_{ss2}.Z_4 + C_{ss3}.Z_5 + C_{ss4}.Z_6 + P_{ss1}.Z_7 + P_{ss2}.Z_8 + L_{ss1}.Z_9$$

The organizational strategic alignment score signifies the level that an organization is projected to realize in terms of their overall goals for a specific period of time in line with the organizational alignment coefficient result of each entity within the organization. On the other hand, individual alignment score implies the level of contribution of each individual to the overall goal of the organization considering their respective balanced scoring result and the overall organizational alignment coefficient result. The overall organizational alignment coefficient result is used in both organizational and individual alignment score when a specific measure is proven to be statistically equal and aligned on all management levels. This then is the coefficient to be considered in calculating the balanced score.

3. RESULTS AND DISCUSSION

The results of the organizational alignment test in MTO Cabuyao show that all management levels were aligned on the priority level in EBIT, Factory Savings, and All Customer Complaints. However, MTO Cabuyao does not align on the priority levels on all other process and learning measures that would enable their organization to be profitable and to produce conforming products. This

indicates that MTO Cabuyao does not produce quantifiable results but claims qualitative benefits in such areas like team work, communications, consensus-building and focus.

BBSC Manufacturing BE

Balanced Scorecard Measures	Unit of Measure	Balanced Scores	Act Q1	Act Q2	Act Q3	Act Q4	Plan Q1	Plan Q2	Plan Q3	Plan Q4
Financial										
EBIT before Allocation	* 1,000,000 \$	33%					-0.41	-0.09	0.13	0.12
Total Factory Savings	* 1,000,000 \$	11%					0.11	0.10	0.21	0.34
Customer										
Request Line Item Performance (RLP)	%	6%					90.0	90.0	92.0	94.0
Customer Line Item Performance (CLP)	%	3%					90.0	90.0	92.0	92.0
All Customer Complaints	10%	10%					12	10	9	9
Automotive Customer Complaints	11%	11%					9	9	9	8
Process										
CostQ Improvement Savings, cum	* 1,000 \$	8%					3.75	15.73	30.26	60.80
OEE Bottleneck Equipment (SOT669)	%	7%					81%	82%	83%	84%
Competence										
Techn. Empl. Turnover Rate, cum	%	11%					5.0	8.0	11.0	12.0

Figure 2 : MTO Corporate Balanced Scorecard

Validating the results of the alignment testing, interviews among management respondents show that for the past 10 years, MTO Cabuyao had performed an average hit rate of 40% to 60% of its overall financial and operational index targets which was not an acceptable performance level for an assembly and test site. Despite, its annual strategic planning and use of BSC system, this organization continue to fail meeting the required performance level set. The alignment test done on MTO Cabuyao strengthens the fact that these low performance level is a manifestation of organizational misalignment.

As MTO Cabuyao conducts regular annual strategic planning session and deployment, it was assumed that all participants were fully aligned with the overall strategic priorities of the organization. However, there was no strategic buy-in or acceptance that existed from bottom to top management level, only a top-down deployment. The tool indicated that MTO Cabuyao top management failed to ensure strategic buy-in from the lower management levels.

4. CONCLUSION

The proposed instrumentation has a high reliability ranging from 94 to 99%. While the results may be perceptual and not absolute for all types of organization, the proposed instrumentation proves to be a sound tool to measure and test organizational alignment within a multi-tier organization.



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